

VSSS Strategic Planning Steering Committee Action Plan

| Goal #1: Enhance the independence, well-being and personal responsibility of citizens. | | | | | | | | |
|--|--|----------|-------------------------|-------------|-------------------------|----------------------|----------|-------------|
| Objective #: 1.1.1 -- Employment income of current and former employable clients. | | | | | | | | |
| Action Plan Description: 1.1.1.1 -- Define "employable" and identify data sources; 1.1.1 Target -- establish baseline for employment income of current and former employable participants. | | | | | | | | |
| Task # | Task Description | Due Date | Resource | Dependency | External Dependency | Additional Resources | Status | Status Date |
| 1 | Conduct literature review to identify existing definitions of "employable." | 03.30.04 | D. Scoven | | no | | complete | 03.15.04 |
| 2 | Convene a task group composed of community action agency representatives, VIEW workers, FSET workers, and One Stop representatives to arrive at one or more definitions of "employable." | 05.05.04 | D. Scoven | 1 | One Stop representative | | complete | 04.26.04 |
| 3 | Select a definition of employable. | 05.06.04 | Storen | 2 | no | | complete | 04.26.04 |
| 4 | Identify data sources where "employable" VSSS participants are included. | 05.30.04 | J. Murray | 3 (partial) | no | | complete | 04.26.04 |
| 5 | Develop a combined database of current and former employable participants. | 06.15.04 | J. Murray | 4, 5 | no | | WIP | 04.26.04 |
| 6 | Develop or adopt an existing process to track the income of current and former employable participants using the UI wage data. | 11.15.04 | D.Storen | VEC | | | WIP | 04.26.04 |
| 7 | Set new baseline with UI wage data | 12.01.05 | J. Murray | 3,4,5,6 | | | | 04.26.04 |
| Action Plan Description: 1.1.1.2 -- Develop public-private partnerships to increase employment; 1.1.1.4 -- Package and market employer incentives through public/private partnerships. | | | | | | | | |
| 1 | Identify effective models of public-private partnerships to increase employment through a literature review and interviews. | 05.28.04 | Storen | | | | Complete | 04.26.04 |
| 2 | Hire a VADSS manager of public-private partnerships. | On Hold | Sisk | | | | On Hold | 04.26.04 |
| 3 | Enhance the utilization of the WtW and WOTC tax credits to increase employment of VSSS participants. | 12.01.04 | D. Scoven; J. Murray | 3.1-3.5 | | | complete | 04.26.04 |
| 3.1 | Streamline current verification process through revised MOU with VEC. | 12.01.03 | D. Scoven | | | | complete | 11.15.03 |
| 3.2 | Develop and implement pre-certification letter for eligible VSSS participants. | 02.01.04 | D. Scoven | | | | complete | 01.15.04 |
| 3.3 | Implement an automated process for identifying pre-certified VSSS participants. | 04.01.05 | Murray | | | | WIP | 04.26.04 |

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| 3.4 | Kick-off meeting with key stakeholders including large employers and employer associations | 06.15.05 | D. Scoven | | | | WIP | |
| 3.5 | Automated systems enhancements to identify eligible participants and send letters to employers who have hired an eligible participant | 07.01.05 | J. Murray | | | | WIP | 04.26.04 |
| 3.6 | Market benefits and process to employers and job seekers from eligible populations. | ongoing, beginning 07.01.05 | Palmer, Sharpe | | | | WIP | |
| 4 | Implement an effective full employment program (FEP) for TANF and FSET participants. | 04.01.05 | Golden, Sharpe | 4.1-4.2 | | | | |
| 4.1 | Revise FEP policy to streamline the process | 05.01.04 | Golden, Sharpe | | | | complete | 04.26.04 |
| 4.2 | Market the revised process to LDSS. | Starting February 2005 | Golden, Sharpe | | | | WIP | |
| 4.3 | Develop FEP opportunities for VIEW participants. | ongoing | LDSS | | | | WIP | |
| 5 | Select additional public-private partnerships to initiate and/or replicate. | 02.01.05 | Storen | | | | complete | |
| 5.1 | Develop profiles of public-private partnerships that include a description; quantifiable outcomes; costs; benefits; and an assessment of feasibility for implementation. | 12.15.05 | Palmer | 2 | | | | |
| 5.2 | Disseminate profile (4.1) to key decision-makers for input and recommendations on partnerships and initiatives to embrace. | 01.15.05 | Palmer | 4.1 | | | | |
| 5.3 | Recommendations to strategic planning committee for consensus approval. | March meeting | Storen | 4.2 | | | | |
| 6 | Develop work plans and implement/replicate additional public-private partnerships. | TBD | Manager (task #2) | | | | | |
| 7 | Disseminate materials and train key stakeholders, as appropriate. | ongoing | Manager (task #2) | | | | | |
| 8 | Develop a package of employer incentives including but not limited to: tax credits, subsidized employment opportunities, customized training opportunities, employment screening of job applicants, and post-employment job coaching. | 12.01.04 | Golden, Sharpe | | | | | |

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| 9 | Market the package of employer incentives to employers. | ongoing after 12.01.04 | Manager (task #2) | 8 | | | | |
| 9.1 | Develop marketing plan. | 07.01.04 | Manager (task #2) | 2 | | | | |
| 9.2 | Develop marketing materials. | 08.15.04 | Manager (task #2) | 2 | | | | |
| 9.3 | Begin implementation. | 09.01.04 | Manager (task #2) | 2 | | | | |
| Action Plan Description: 1.1.1.3 -- Identify the array of resources needed to increase employability and earnings potential and partner with | | | | | | | | |
| 1 | Conduct literature review and conduct interviews on strategies (and their associated resources) to increase employability and earning potential for employable participants. | 05.28.04 | Storen | | | | complete | 04.26.04 |
| 2 | Conduct focus groups to identify the universe of resources needed to increase employability and earnings potential for employable participants. | January 05 | Golden, Sharpe | | | | | |
| 3 | Develop and disseminate promising practices content on strategies to improve employability and wage gain. | ongoing beginning 04.01.05 | Friedenberg | 1,2 | | | | |
| 4 | Demand analysis to quantify the current and projected demand for resources. | 12.15.04 | McMakin, Storen, Conroy | 1,2 | VTECH maybe | GIS Capacity | | |
| 5 | Supply inventory to quantify the current and projected availability key services/resources | 12.15.04 | McMakin, Storen, Conroy | 1,2 | VTECH maybe | GIS Capacity | | |
| 6 | Gap analysis to determine what resources need to be obtained to meet current and projected demands. | 12.15.04 | McMakin, Storen, Conroy | 4,5 | VTECH maybe | GIS Capacity | | |
| 7 | Implement an on-line resource locator that provides the services/resources associated with each possible intervention/service/activity by community. | 07.01.05 | Murray | | | 8 weeks of web developmenmt | WIP | 04.26.04 |

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| 8 | Develop or identify and disseminate model partner agreements among key providers including LDSS, CAAs, One Stop Career Centers, WIBs, DRS offices, substance abuse providers, private organizations, etc. | 03.01.05 | Golden, Sharpe | | | | WIP | 04.26.04 |
| 9 | Develop and implement a Peer to Peer Network to assist LDSS and CAAs in developing and maintaining effective partnerships to expand resources to available families. | 03.01.05 | TBD CAA, TBD LDSS | | | | | |
| 10 | Each LDSS enters into agreements with key resource providers in their community (WIBs are mandatory by law). | ongoing beginning 09.01.05 | Sharpe | | | | | |
| 11 | Each CAA enters into agreements with key resource providers in their community. | ongoing beginning 09.01.05 | Conroy | | | | | |

Objective #: 1.1.2 -- Family income and resources.

Action Plan Description: Establish baseline.

| | | | | | | | | |
|---|---|----------|------------------------------|-------|--|--|-----|----------|
| 1 | Facilitated discussion with key stakeholders and experts to define universe of families and the definitions of resources and income to be included in the baseline. | 05.15.04 | Storen | | | | WIP | 04.26.04 |
| 2 | Make recommendation to the strategic planning committee about the universe of families and the definitions of income and resources to be included in the baseline. | June 04 | Storen, Golden | | | | | |
| 3 | Approval of recommendations on the universe of families and the definitions of income and resources. | June 04 | Strategic Planning Committee | | | | | |
| 4 | Identification of data sources to track family income and resources. | 05.01.04 | J. Murray | 1,2,3 | | | WIP | 04.26.04 |
| 5 | Develop or adopt process to combine and use data sources to track income of families. | 07.01.04 | J. Murray | 4 | | | | |
| 6 | Set baseline for SFY | 07.01.04 | J. Murray | 5 | | | | |

Action Plan Description: 1.1.2.1 Institute a SSI advocacy project.

| | | | | | | | | |
|---|--|----------|-----------------|----------------------|---|---|--|--|
| 1 | Literature review and interviews to identify existing SSI advocacy projects. | 06.01.04 | Bacera (V-Tech) | contract with V-Tech | y | y | | |
|---|--|----------|-----------------|----------------------|---|---|--|--|

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| 2 | Report -- An overview of selected program profiles that discusses key elements, issues, and strategies of SSI initiatives. | 06.15.04 | Bacera (V-Tech) | contract with V-Tech | y | y | | |
| 3 | Site visits of selected programs. | 07.30.04 | Bacera (V-Tech) | contract with V-Tech | y | y | | |
| 4 | Report -- Identification of potential federal and foundation grant opportunities that may assist VDSS in the implementation of a pilot program. | 08.01.04 | Bacera (V-Tech) | contract with V-Tech | y | y | | |
| 5 | Assessment and analysis of identified programs. | 08.30.04 | Bacera (V-Tech) | contract with V-Tech | y | y | | |
| 6 | Report -- A cost analysis that explains caseloads, program cost, and potential cost savings for state-wide implementation. | 09.01.04 | Bacera (V-Tech) | contract with V-Tech | y | y | | |
| 7 | Report -- Recommendations to VDSS regarding future statewide program development, design, and implementation | 11.15.04 | Bacera (V-Tech) | contract with V-Tech | y | y | | |
| 8 | Assess recommendations and develop feasible pilot projects. | 12.30.04 | Diaz, Cotter | 7 | | | | |
| 9 | Implement pilot projects for selected service strategies. | 02.01.05 | Diaz, Cotter | 8 | | | | |
| 10 | Evaluate effectiveness and efficiency of different service strategies. | 08.15.05 | McMakin | 9 | | | | |
| 11 | Disseminate results of pilot programs and develop recommendations for designing and implementing SSI advocacy projects in LDSS, CAAs, and other service providers, as appropriate. | 10.01.05 | Diaz, Cotter | 10 | | | | |
| 12 | Statewide implementation, as appropriate. | ongoing after 10.01.05 | TBD | 1-10 | | | | |
| Objective #: 1.2.1 -- Adults and children known to the system who stay safely in their own homes. | | | | | | | | |
| Action Plan Description: 1.2.1.2 Redesign front-end service delivery to take a holistic family approach to assessment and service delivery. | | | | | | | | |
| 1 | Literature review and interviews to identify existing models. | 07.01.05 | Terry Smith, Mark Golden, LDSS TBD | | | | WIP | 04.26.04 |

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| 2 | Convene a task group of state , LDSS staff, and provider organization representatives to develop 2-3 holistic front-end models. | 08.30.05 | Terry Smith, Mark Golden, LDSS TBD | | 1 | | | |
| 3 | Pilot front end redesign models in multiple LDSS - at least two departments per model. | 04.01.06 | TBD | | 1,2 | | | |
| 4 | Evaluate pilot projects. | 10.01.06 | McMakin | | 3 | | | |
| 5 | Disseminate results of pilot projects with recommendations and guidance to LDSS on developing and implementing redesigned front-end models. | 12.01.06 | Terry Smith, Mark Golden, LDSS TBD | | 4 | | | |
| 6 | Develop and implement a Peer to Peer Network to assist in the development and maintenance of new front-end models. | 12.01.06 | Friedenberg | | 5 | | | |
| 7 | Ongoing evaluation to identify lessons learned and effective strategies. | ongoing | McMakin | | | | | |
| 8 | Ongoing dissemination of best practices via a web-based best practices forum. | ongoing | Friedenberg | | | | | |
| Action Plan Description: 1.2.1.3 Develop an on-line web-based best practices information sharing site. | | | | | | | | |
| 1 | Develop concept paper for the development of a best practices forum (website, peer to peer network, tool kits, etc) for the Virginia Social Services System. | 10.01.03 | Friedenberg | | | | complete | 10.01.03 |
| 2 | Convene a best practices workgroup of system representatives from VADSS, LDSS, CAAs, key providers to review concept paper and finalize the deliverables of a best practices initiative. | TBD | Friedenberg | | 1 | | WIP | 04.26.04 |
| 3 | Develop user requirements for best practices web presence. | TBD | Friedenberg | | 2 | | | |
| 4 | Finalize general design document for best practices web presence. | TBD | TBD | | 3 | | | |
| 5 | Convene an expert panel of prospective users to test and provide feedback on the content and navigation of the web presence. | TBD | Friedenberg | | 5 | | | |
| 6 | Make and test revisions to web presence. | TBD | | | 6 | | | |

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| 7 | Deploy web presence. | TBD | | | 7 | | | |
| 8 | Ongoing expert panel review and input. | ongoing | Friedenberg | | | | | |
| Objective #: 1.3 Improve and increase access to high quality services and support. | | | | | | | | |
| Action Plan Description: Leverage community partners and marketing. | | | | | | | | |
| 1 | Convene work group consisting of representatives from DMAS, VADSS, LDSS, hospitals, health provider, food banks, CAAs, and other key community partners. | 06.01.04 | Tiffany Murray | | DMAS, community partners | | WIP | 04.26.04 |
| 2 | Identify key community partnerships for FS and Medicaid outreach. | 07.01.04 | Work group | 1 | | | | |
| 3 | Develop strategies for marketing and outreach that leverage resources of key community partners. | 08.01.04 | Work group | | | | | |
| 3.1 | Joint outreach mailings with WIC, FAMIS, FS, EITC. | ongoing beginning 02.01.04 | VDSS, DMAS, VDH, | WIP | | | | 04.26.04 |
| 3.2 | Training community partners to use the web-based eligibility screening, application, and resource locator tools. | ongoing beginning 07.01.04 | Beachy, Mendoza, LDSS | | | | | |
| 3.3 | PSAs | TBD | T. Murray | | | yes | | |
| 3.4 | Other marketing activities. | TBD | TBD | | | TBD | | |
| 4 | Document effective leveraging practices. | ongoing, beginning 07.01.04 | Friedenberg | | | | | |
| 5 | Disseminate promising practices. | ongoing, beginning 07.01.04 | Friedenberg | | | | | |
| Action Plan Description: 1.3.1.1 Develop web-based application process Food Stamps, Medical Services. | | | | | | | | |
| 1 | Implement on-line combined nutrition application (FS | 12.01.04 | Beachy, J. Murray | | | yes, USDA Grant | User acceptance testing | 04.26.04 |
| 2 | Convene work group consisting of representatives from VADSS, LDSS, CAAs, hospitals, health providers. | 11.01.04 | J. Murray, Gregory-Adams | | | | | |
| 3 | Develop user requirements. | 12.15.04 | work group | | 2 | | | |
| 4 | Complete general design document. | 01.30.05 | Murray | | 3 | | | |

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| 5 | Convene an expert panel to test and provide feedback on usability. | 05.01.05 - 05.22.05 | Murray | | 4 | | | |
| 6 | Deploy on-line application. | 07.01.05 | DIS | | | | | |
| | | | | | | | | |